



**National Commission on the Future of the Army**  
2530 Crystal Drive, Zachary Taylor Building, Suite 5000  
Arlington, VA 22202

**Subject:** Minutes from Open Meeting

**Date:** 25 August 2015

**Time:** 0807-1020

**Location:** Marriott Hotel, Long Beach, California

**Attendees:**

Commissioner Carter F. Ham, Commission Chairman  
Commissioner Raymond F. Chandler  
Commissioner Robert F. Hale  
Commissioner Jack C. Stultz  
Mr. Don Tison, Designated Federal Officer (DFO)  
Ms. Deborah Gantt, Alternate Designated Federal Officer  
MAJ Cory Simpson, DFO Legal Advisor  
MG (Ret) Ray Carpenter, NCFA Executive Director  
COL Richard Miller, NCFA Staff  
COL Kristen Dixon, NCFA Staff  
Ms. Cherie Emerson, NCFA Staff  
LTC Gregory Hartvigsen, NCFA Staff  
LTC Steven Pierce, NCFA Staff  
LTC Brian Stevenson, NCFA Staff  
CPT Sarah Moore, NCFA Staff

**Attendees:** In accordance with the provisions of Public Law 92-463, the meeting was open to the public from 9:00 A.M. to 12:04 P.M. There were approximately 46 members of the public present for this event.

**Documents Submitted to Commission:**

1. Mr. Andrew Wiktorowicz statement and paper on Employer Fatigue for the Reserve Component
2. US Congressman Alan Lowenthal statement
3. MG(R) Mark McCarley document, "Get Rid of the USAR/ARNG or Use Them"
4. Chief Robert Paoletti statement
5. COL (R) Daniel Furtado statement
6. MG (R) Paul Mock statement
7. Specialist Brendan Zachery statement
8. Dr. Milton D. Houghton's statement and PhD. Dissertation "Army Officers' Choices to Continue Serving in an Army"
9. CPT Gerrelaine Alcordo statement
10. SSG (R) Emmett Spraktes book Selfish Prayer

**Subject:** Minutes from Public Meeting Long Beach, California

**Audio recording from meeting available at** <http://www.ncfa.ncr.gov/meeting/august-25-long-beach-california>

### **Meeting Summary**

Chairman Ham opened the meeting by welcoming the attendees and briefly discussed the Commission's charter. Mr. Tison, DFO, then explained the Federal Advisory Committee Act (FACA) provisions and discussed ground rules for the registered public speakers. Chairman Ham introduced the other Commissioners present, and asked Commissioner Chandler to recap meetings and site visit the day before at the National Training Center (NTC), Fort Irwin, CA. Commissioner Chandler also provided an overview of the NCFA planned meetings for that day. Following these opening remarks, the Commission heard from the following speakers, in order of appearance:

1. Mr. Andrew Wiktorowicz, California Chairman for Employer Support for the Guard and Reserve

Mr. Wiktorowicz addressed alleged employer fatigue for the support of Reserve Component Soldiers. He presented statistics supporting the position that employers are more supportive than ever of their Soldier employees.

2. Mr. Gary Elliott, Under Sheriff for Solano County, CA, and LTC in the CA Army National Guard

Mr. Elliott presented information and answered questions from Commissioners regarding the value of military members as part of the law enforcement workforce. He also explained law enforcement certifications and credentials that are or should be transferable between the civilian and military professions.

3. US Congressman Alan Lowenthal, California 47th District

Congressman Lowenthal discussed the value of Joint Training Base Los Alamitos, the role of the Army National Guard and Army Reserve in his district, as well as discussing the importance of budget stability and how Continuing Resolutions cause Soldiers difficulties.

4. MG(R) Dennis Kenneally, Governor of California's Military Council

MG (R) Kenneally stressed the importance of the Total Army (all three Components) as well as ways to understand the requirements the Army National Guard and Army Reserve have for mobilization.

5. MG(R) Mark McCarley

**Subject:** Minutes from Public Meeting Long Beach, California

MG (R) McCarley outlined previous commissions and efforts undertaken with the same mission as the NCFA. He stressed the status quo cannot continue, because we do not have time when facing the Nation's threats. We need absolute and total integration of the three Army components.

6. Chief Robert Paoletti, Chief of Police for the city of Redding, CA and LTC in the CA Army National Guard (CAARNG)

LTC Paoletti commands the 1-185th MP Battalion, CAARNG. He spends about 100 days per year as a senior leader in the National Guard. He discussed the value of military personnel in the civilian law enforcement field and vice versa during deployments. He outlined ways to improve credentialing between the military and civilian training, and how he trains and leads his Soldiers.

7. COL (R) Daniel Furtado, Army Reserve Ambassador for California

COL (R) Furtado believes the Reserve Components are organized appropriately, and the Army needs to reference the "Abrams Doctrine."<sup>i</sup> COL (R) Furtado has served in multiple elected municipal governments, and indicated elected officials welcome RC units in their municipalities.

8. MG (R) Paul Mock, National Chair for Employer Support for the Guard and Reserve (ESGR)<sup>ii</sup>

MG (R) Mock provided statistics from the ESGR supporting his opinion that employers will support the RC as an "Operational Reserve."<sup>iii</sup>

9. Mr. Dean Grose, City Council Member, City of Los Alamitos, CA

Mr. Grose noted Joint Forces Training Base Los Alamitos is the only operating military airfield in Los Angeles and Orange Counties, CA, with a 2-Star command from both the National Guard and Army Reserve. He expressed his support for the JFTB and units stationed there.

10. Specialist Brendan Zachery, 224<sup>th</sup> Sustainment Brigade, CAARNG

SPC Zachery provided his experience with and motivation for joining the National Guard. He explained the support he receives from his employer and how he uses his military training in his civilian career. He indicated National Guard Soldiers are ready, willing and want the opportunity to deploy.

11. Dr. Milton D. Houghton, LTC(R)

Dr. Houghton explained his perspective of leadership in the Reserve Component and in particular the motivation of the mid-grade officers to stay in the military after their initial

**Subject:** Minutes from Public Meeting Long Beach, California

commitment is fulfilled. This leads him to recommend that the Nation needs an “Operational Reserve”.

12. CPT Gerrelaine Alcorido, 40<sup>th</sup> Infantry Division, CAARNG

CPT Alcorido provided her background and experience in the civilian sector, the National Guard, military deployments, and duty in State support during Hurricane Isaac. She provided her opinion and perspective on the value of the National Guard, the readiness, dedication and sacrifice of National Guard Soldiers.

13. COL (R) Alfred Diaz, Reserve Officer Association of the United States (ROA)

COL (R) Diaz provided his perspective of the importance of the Army’s Total Force Policy. He recommended the NCFA explore the costs of the Regular Army, the USAR and the National Guard and pushing more roles and missions to the Reserve Component.

14. MG (R) Robert Grant, Assistant Adjutant General, CAARNG

MG (R) Grant provided his background and experience through 45 years of military service. He believes the ARNG wartime training and equipping allows for a rapid response to civil emergencies. He also noted all Soldiers want to be in the fight.

15. SSG (R) Emmett Spraktes, CAARNG

SSG (R) Spraktes provided information on the flight medic program and the involvement of the CAARNG in developing training improvements and the use of civilian Paramedic skills and certifications to enhance the effectiveness of Army flight medics. He provided the Commission copies of his book, Selfish Prayer.

16. COL Clay Garrison, Deputy Commander CA Air National Guard (CA ANG) and Commander 144<sup>th</sup> Fighter Wing

COL Garrison indicated the Army is struggling with many of the issues the Air Force and Air Guard faced recently. He believes the Air Force Commission is relevant to the Army. The AC and RC are better as a together than separate. He related the value of the Guard in terms of experience, maintenance, capability and cost.

Mr. Tison adjourned the meeting at 1020 hrs.

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<sup>i</sup> “The “Abrams Doctrine” is often used to justify recommendations for Army Total Force policy, such as the proper mix between Regular Army and Reserve Component (RC) force structure. Attributed to General Creighton Abrams, Chief of Staff of the Army between 1972 and 1974, the “Abrams Doctrine” asserts that a significant

## **Subject: Minutes from Public Meeting Long Beach, California**

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amount of force structure must be placed in the Army Reserve Components so that if the President decides to send the Army to war he must mobilize the RC and thereby ensure the support of the American people for that war. However the primary record does not show that this was what General Abrams was trying to do when he reorganized the Army between 1972 and 1974. Rather, it shows that General Abrams shifted force structure into the RC to allow the Regular Army to increase from 13 to 16 Divisions while staying within a 785,000 manpower cap authorized by Congress.” Understanding the Origins of the “Abrams Doctrine” by Gentile and Mann, RAND Corporation, PE-175-RC September 2015.

<sup>ii</sup> Employer Support for the Guard and Reserve (ESGR) is a Department of Defense office established in 1972 to promote cooperation and understanding between Reserve Component Service members and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment. ESGR is supported by a network of more than 4,600 volunteers in 54 committees located across all 50 states, the District of Columbia, Guam-CNMI (Commonwealth of the Northern Mariana Islands), Puerto Rico and the U.S. Virgin Islands.

<sup>iii</sup> DoD policy (DoD Directive 1200.17, Managing the RC as an Operational Force, October 2008) directed that the Armed Services manage their RCs as an operational force including integrating all components as a total force. The RC plays both an operational and strategic role, e.g., “the RCs provide operational capabilities and strategic depth to meet U.S. defense strategy requirements across the full spectrum of conflict.” This directive does not use or define the terms operational reserve and strategic reserve.